

A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

WHICH MOTIVATIONAL FACTORS CONTRIBUTE
TO THE MOTIVATION OF THE EMPLOYEES IN
UNCERTAIN TIMES: A STUDY ON THE MAPUTO
HOSPITALITY MARKET

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Abstract

The purpose of this study was to determine which motivational factors have the greatest impact on employee motivation in Maputo's hospitality industry during the uncertain times caused by the global pandemic. The employee survey results show that the main motivational factors, identified by previous research, have a very similar impact on workers' motivation. However, those related to knowledge acquisition, personal development, and a sense of job security have a greater impact than monetary rewards and additional benefits. The findings contribute to the field of human resources management by emphasizing the importance of managers communicating with their employees to meet their needs.

Keywords: Hospitality, Mozambique, Employee Engagement, Employee Motivation, Employer Branding, Employer Value Proposition, Human Resources Management

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Introduction

Engaged employees make of their employers more competitive and productive companies, according to previous research (Bakker and Bal 2010). Numerous studies also indicate different positive effects of having high levels of employee motivation. For instance, employee motivation has positive effects on both effectiveness and efficiency towards attaining the goals of their organization (Nabi et al. 2017).

The Covid-19 pandemic, responsible for business disruption within the hospitality industry at a global scale, has had dramatic consequences for its employees, with 62 million jobs lost throughout 2020 (World Travel and Tourism Council 2021). In certain countries of the world, this has caused many people to fall into poverty due to the lack of alternative opportunities, implying serious psychological setbacks for others, such as a perception of job insecurity (Jones and Comfort 2020). The latter has been found to affect work motivation in a negative way within the context of crisis, including the mentioned pandemic (Demirović Bajrami et al. 2021).

In a time in which there is increased transparency about products, prices, and services within the hospitality industry due to the widespread use of internet-based comparison portals, offering a good service that guarantees customer gratification is more essential than ever. Given that previous research has shown the importance of employee engagement for the purpose of client satisfaction, managers are required to act upon their employees' motivation and ensure that their employees are motivated to deliver a flawless customer experience (Salanova, Agut, and Peiró 2005). This is of utmost relevance for employers operating within the hospitality industry, considering the high level of interaction existing there between customers and employees.

Furthermore, the hospitality industry has been oftentimes confronted with the issue of employee retention (Maroudas, Kyriakidou, and Vacharis 2008). As previous research demonstrated, managers who recognize their employees and create a scenario for them to be motivated and

work together increase the likelihood of the staff continuing to work at the company (Ng and Sorensen 2008). As previous research revealed, several of Covid-19's different effects on employees cause an increase in turnover intentions (Demirović Bajrami et al. 2021). It is therefore that hospitality managers are, especially now, appealed to create or maintain working conditions that enable their employees' motivation.

The study is divided into five sections. Following the introduction, which includes an explanation of the choice of research, a literature review is presented. The next section presents a quantitative analysis conducted by one of the co-authors to assess which are the most important motivational factors that drive employee motivation in various hospitality businesses of the Mozambican capital. The numerical evaluation is followed in another document by a qualitative study conducted by the other co-author, which aims to discover how hospitality managers of the same context act to guarantee high levels of engagement and motivation among their employees. Lastly, the thesis' conclusion incorporates a description about the limitations to the conducted research, as well as a recommendation for possible future research about the matter.

Choice of research

The choice of research topic for this work project was affected by an internship that both co-authors had the opportunity to complete at Hotel Cardoso in Maputo, Mozambique in the summer of 2021. Within that experience, the co-authors were not only able to apply their skills and capabilities professionally but had the chance to grow personally in many ways.

Given the strategic nature of the tasks assigned, both candidates were able to speak regularly to many different members of the hotel's team and were fortunate enough to spend time with them outside of the professional space. As a result of the friendly relationships established, many insights were gained about the employees' working conditions as well as about the attitude

towards work. Hence, and with the rationale to pursue deeper learnings about the matter, the decision was made to study their professional motivations and their level of engagement deeper, especially due to the unique situation that the pandemic environment offered. This shall be complemented with an analysis of the strategy that the employer uses to keep its employees motivated.

Literature Review: Employee Motivation and Engagement

With the goal of better understanding the learnings drawn from the surveys and interviews conducted, it is necessary to first define and concretize the terms of engagement and motivation within the context of human resources management. For this purpose, a literature review was conducted. Previous research defined motivation as the strength, direction and the sustention factor of an individual's behavior, as well as the different factors that lead individuals to behave themselves in certain ways (Armstrong and Taylor 2014). Furthermore, Armstrong associated the term 'motivation' with the objectives that individuals intend to accomplish, the methods with which they plan to fulfill those and the ways in which others influence their change of behavior with regards to those goals.

In this regard, the concept of employee motivation must be differentiated from the related one of engagement. Armstrong and Taylor define engagement as a state in which individuals have a sense of commitment towards their work (Armstrong and Taylor 2014). This state is only reached as a result of different components forming a construct. Previous research revealed that the degree to which staff members feel motivated to deliver higher results than expected is the most important component needed to build up engagement (Delaney and Royal 2017). On the basis thereof, employee engagement is to be considered a consequence of their own motivation, be it intrinsic or extrinsic.

Intrinsic and Extrinsic Motivation

Motivation is commonly divided into two main categories, namely intrinsic and extrinsic. Intrinsic motivation is not affected by external enticements but can be created by the work itself and the individual's feelings with regards to it. On the other hand, extrinsic motivation takes place in consequence of actions being conducted with the objective of motivating people, comprising incentives and penalties.

Intrinsic motivation, as stated before, is straightly related with the individual. It involves a situation in which someone has the desire to perform a certain task based on the interest, enjoyment, meaning and satisfaction of the work itself. Intrinsically motivated employees execute their job with pleasure and interest, which makes them to be more active, persistent, productive, and leads to a better job performance. This kind of motivation also promotes the curiosity for learning and solving any challenge or barrier that comes up.

Workers achieve low levels of emotional exhaustion and depression when they are intrinsically motivated (Hai and Park 2021). In the context of a hospitality business, intrinsically motivated employees would, for example, perform a good service because they enjoy their work and want to be good at it. A hotel, an airline or a restaurant that can count on intrinsically motivated workers should have a good base for being successful in treating their customers well and therefore expecting churning.

Extrinsic motivation, as mentioned, arises from different kinds of external factors. It takes place when rewards and benefits, or even punishments or consequences are offered, as a tactic to enhance productivity and performance. All of them are controlled and imposed for the employees to reach a specific outcome of the company. Several examples are monetary rewards, job promotions, bonuses, good wages, among many others (Putra, Cho, and Liu 2017). A hotel business management that regularly promotes employees based on their efficiency and

customer orientation makes use of extrinsic motivators to achieve a good employee performance.

Theories of Motivation and Engagement

Research on employee motivation has been conducted for many decades and has been oftentimes related with employee motives and needs (Maslow 1943). In the following pages, several relevant theories developed around the topic will be discussed, as they are of relevance to the study collected below.

MacGregor's X and Y Theories

A way oftentimes used to describe the different approaches to employee motivation is through MacGregor's X and Y theories. Theory X describes a believe which states employee's laziness and seeking of avoiding responsibility and guaranteeing job security as an only professional aspiration. In contrast, Theory Y assumes an acceptance of work as a normal part of life to the point where it is enjoyed (MacGregor 1960).

Both theories have different implications for the way that employers and managers try to stimulate their employees. What is more, employers may choose to follow one of both approaches, a mix of both or the other depending on the nature of the business and/or of the work. For instance, personnel working within the context of highly automatized tasks and predictable objectives is likely to be motivated to work in a way inspired by Theory X. This implies that management could, in that case, be using control mechanisms for employees to be aware that they are being watched and that they cannot rest until they meet their objectives.

Contrarily, members of an organization that promotes flexible work and individual contribution would consequently be motivated based on Theory Y. Employees that have fewer accountability in the workplace and have simpler tasks can also be motivated using the approach of the latter theory. Including lower-level team members into decision-making processes and

inspiring them to take responsibilities following the principles of Theory Y helps them to fulfill their needs for socialization and self-expression (Latham 2012).

In the context of the hospitality industry, fast food restaurants could be an example where Theory X's approach is likely to be applied. With a large number of automatized tasks needing to be completed regularly and a customer expectation around product delivery time, employers might apply control mechanisms to make sure that service standards are met, and timings are respected.

On the other hand, in the hotel business, even hotel concierge employees that perform very simple tasks can be motivated using the approach of Theory Y. In their case, they can make a big impact on a customer's arrival and might be able to share some insights with their colleagues on customer reactions or way of interacting. That being said, hospitality businesses also have multiple scenarios in which their managers can use Theory Y's approach to incite low-responsibility employees to enhance the guest's experience.

Herzberg's Two-Factor Theory

According to Herzberg's Two-Factor Theory, there are two types of motivating factors, being one the dissatisfiers, or hygiene factors, and the others, the satisfiers, or motivators (Herzberg et al. 1959). The first ones stimulate the employee to avoid job dissatisfaction taking place, and the second ones promote job satisfaction. An employee at work can be affected by both types of factors at the same time as they can act independently from each other, implying that employees can be both satisfied and dissatisfied (Alrawahi et al. 2020).

The hygiene factors, which include working conditions, salaries, and relationship with colleagues, are not related to the job itself and cannot increase or decrease satisfaction, as they are only able to affect the degree of dissatisfaction. The motivators, which include achievements, recognition, responsibility, and work advancement, are factors intrinsic to the

work itself and encourage employees to work harder. Both factors need to be harmonized to achieve job satisfaction (Alrawahi et al. 2020).

An employee at a hotel, an airline, or a restaurant, as implied before, might be affected negatively by the lack of hygiene factors and yet be positively impacted by a satisfier. For instance, the employee might not be very happy about her current working conditions, which might be demotivating her. Nevertheless, the fact that she is being given responsibilities and other colleagues are recognizing her work might satisfy her predisposition to work and therefore keep her going, even though the lack of some basic requirements is taking the contrary effect.

Maslow's Hierarchy of Needs

Abraham Maslow introduced the Hierarchy of Needs Theory, which defends the thesis that human beings are motivated by five different categories of needs. The different needs to achieve motivation can be classified into the following: physiological, safety, love and belonging or social, esteem, and self-actualization (Maslow 1943).

The physiological needs are the most basic ones and those that need to be achieved first. Moving up hierarchically until the most abstract one is the need of self-actualization. This one is the last that people seek to achieve. When a lower need is met, the next on the hierarchy becomes the priority (Maslow 1943).

Physiological needs are the most essential human needs, namely basic physical necessities, which include food and water, adequate amount of sleep, among many others. Safety needs are straightly linked with providing a secure environment. When such is not guaranteed, human beings react with fear or anxiety, especially involving emergencies including war or disaster events. Generally, the human being prefers a familiar and well-known place, and for increased security, having insurances or comparable tools can be included into this category as they are

bought to prevent any unexpected event (Maslow 1943). To cover these needs, for example, employees need to have a home that provides a safe roof for themselves and their families.

Love and belonging or social needs consist of experiencing the feeling of being accepted and loved by somebody. Regarding people's personal life, it includes all the relationships, namely family, friends, or romantic ones. In the workplace, relationships with the team or colleagues make part of this category, as well as the feeling of recognition and of fitting in a group of workers. That is, not feeling isolated (Maslow 1943).

Esteem needs include two different components. The first one is related to feeling good with each other, by being self-confident and having self-respect. The second one is feeling valued by others and that the own achievements and contributions are being recognized by them. This makes people feel valuable among society, and lack of esteem can lead to a feeling of inferiority (Maslow 1943). As consumers might cover their need for esteem purchasing goods that position them upward with regards to other individuals, people's needs at work can be covered by appreciation by colleagues of different ranks.

Self-actualization is the last level of the hierarchy, representing the full potential attainable as a person, the feeling of self-satisfaction, and the sense of being fulfilled. According to Maslow, achieving this stage is rare, and is achieved differently from one individual to another, as it means that the activity that is being done is created for one-self, that is, it can take place when a certain talent is refined or just the act of caring and helping others (Maslow 1943).

Despite this theory defending that all individuals start on the lower level of needs and satisfies them consequently until reaching the top of the hierarchy, only moving to the next one when the previous one is fulfilled, Maslow also believes that everyone can have each type of needs partly met. When this takes place, individuals usually show bigger progress on the lower levels (Maslow 1943). Managers should track the motivation levels at which each of their employees

are so that they can understand which kind of opportunities for needs fulfillment and motivators they can create among the workers. This is an important detail as when workers fulfill certain needs, it is necessary to move for the stage above to be motivated.

Hofstede's Cultural Dimensions Theory

Given that the research was conducted in one specific market which relates to a different culture at the authors', it is important to consider the impact that culture may have on the responses obtained by employees and managers. For that, Hofstede's Theory that will be referred to next can give good guidance about the different aspects of culture that can have an effect on employee motivation and engagement.

The Cultural Dimensions Theory was developed by Geert Hofstede in 1980, and is a model used to understand the existent different cultures around the world, and how they affect the values of their members. It started by having only four dimensions, however, later research has extended it to a total six dimensions (Hofstede, Hofstede, and Minkov 2010).

The power distance index is the dimension that shows how a society handles inequalities among its population. If there is a large degree, high hierarchy levels are accepted and respected, and each person has a place and function to do. If the degree is low, people want an equal distribution of power, and inequalities are less accepted (Hofstede, Hofstede, and Minkov 2010).

Individualism vs. collectivism is the dimension that illustrates if the individuals of a specific society only watch out for themselves or also for others. Individualism happens when people only help themselves or their close relatives. Collectivism is when individuals look after other people in the same group even not being of the same family (Hofstede, Hofstede, and Minkov 2010).

Uncertainty avoidance demonstrates how people deal with unknown situations and unexpected events in a certain society. High uncertainty avoidance indicates there is no tolerance for the unknown, everything needs to be well planned, and there are strict rules and regulations for it. Low uncertainty avoidance reveals there is tolerance for risk-taking, the unknown is accepted, and regulations are very soft (Hofstede, Hofstede, and Minkov 2010).

Masculinity vs. femininity is the dimension sometimes referred to as “tough vs. tender”. Masculinity is when in a certain society people are driven by the competition and achievement of results, tend to be very assertive and focus on material rewards and wealth-building. Femininity is when society is more focused on building relationships and guaranteeing a good quality of life, and the most important is not being the best but for everyone to be happy, by helping or cooperating with whoever needs (Hofstede, Hofstede, and Minkov 2010).

Long-term orientation vs. short-term orientation shows the existent connection with the past, the present times, and future actions. A society with a long-term orientation has a big focus on the future and does not want short-term success, emphasizing persistence, perseverance, and long-term growth. A society with short-term orientation has a big focus on the present and near future and wants short-term gratification, emphasizing fast results, and respects and maintains traditions (Hofstede, Hofstede, and Minkov 2010).

Indulgence vs. restraint is the dimension that represents how societies can control their impulses and desires. Indulgence is when a society allows to freely enjoy life and have fun. Restraint is when a society represses the freedom of fulfilling your needs with social norms (Hofstede, Hofstede, and Minkov 2010).

Hofstede’s Cultural Dimensions Theory is used worldwide, both in a professional and academic context, and is a valid resource to understand the impact that culture has on employee’s working

motivation in different countries. It is an important tool to analyze why certain motivational factors are more or less important than the others in a specific country.

The importance of employee motivation and engagement in hospitality businesses

The benefits of having motivated and engaged employees are numerous and can be measured in many ways. Accordingly, engaged employees support employers in reducing expenses, as well as in growing revenues (Swanberg et al. 2011). As a result of different reasons such as underprivileged working conditions, insufficient compensation and benefits, the hospitality industry has been suffering under the effect of a high employee turnover (Maroudas, Kyriakidou, and Vacharis 2008). This adds up on the theory that states that hospitality companies seem to be lacking a managerial approach that enables developing and drawing out the full potential of people (Lucas 2002). Through the improvement of working conditions, firms operating within the hospitality industry have a possibility to increase both employee motivation and retention (Marshall, Mottier, and Lewis 2015).

Prior investigation has found that intrinsic motivators represent an important cause of employee satisfaction among hospitality employees. For instance, a study surveying 125 different chefs working in Las Vegas found that the nature of the work was a substantial positive contributor to satisfaction, while recognition of the work, another intrinsic factor, was discovered to affect satisfaction in a negative way (Chuang, Yin, and Dellmann-Jenkins 2009).

The context of this study and the analysis therein involves a situation in which services provided by employees shape the customer's experiences. Not only within the hotel sub-industry, but other hospitality related businesses like airlines or restaurants rely on their teams to offer a customer journey that leaves the guest satisfied and provides a good basis for booking services again. As it is in hotel management, developing effective HRM practices that are based on the

knowledge of employees' motivational factors should be a priority for every business in the hospitality industry aiming to be successful.

Employee motivation and engagement in the context of developing countries

This study takes place within the context of a least developed country, according to the United Nation's World Economic Situation and Prospects (United Nations 2014). The classification as such is conducted by the United Nations Economic and Social Council and, ultimately, by the General Assembly. A state is labelled as least developed based on several criteria, namely per capita GNI, a human assets index and an economic vulnerability index.

Previous research conducted within the hospitality industry has attained substantial findings regarding the topic of work engagement in developing countries. In a context of another developing country like Nigeria, it was concluded that manager support enhances self-efficacy of employees, a state in which employees are confident about their capabilities. With solid faith in their skills as employees, workers are more likely to show engagement and involvement at work (Karatepe and Olugbade 2009).

Outside of the scope of hospitality businesses, a study conducted in the Democratic Republic of Congo concluded that a positive work environment would increase dedication and psychological attachment to the firm that employees work for. What is more, the increased job satisfaction created with it would foster a higher level of engagement (Mitonga-Monga 2019).

With the study conducted in the upcoming pages, it is sought to explore the topic of employee motivation and engagement in the aforementioned context of a developing country.

Employer Branding and how to use it for keeping employees motivated

Employer branding and its name can be considered a very recent strategy, being firstly mentioned by Ambler and Barrow (Ambler and Barrow 1996) that defined it as 'the package of functional, economic and psychological benefits provided by employment, and identified

with the employing company'. Since then, the definition of employer branding has been further researched and developed until present days, having the employee's well-being as the main focus. Employer branding is nowadays considered a long-term strategy tool to manage both internal and external perception of the company (Gehrels 2019).

The Hospitality and Tourism industry hires employees from many different qualification levels and faces the challenge of providing the best possible service to existent and new customers. However, for that to happen, workers need to feel comfortable and motivated in their workplace and be aware of their company objectives (Gehrels 2019).

Whilst employees obtain their motivation to perform well in the workplace from different sources, employers and managers must manage their human resources effectively to ensure the best possible probability of having high engagement and motivation levels. This goal may be reached with a successful management of the employer's brand. Employer branding does not only involve attracting talent from outside of the organization, but it includes engagement and retention of talent as a crucial component (Gehrels 2019).

Employer branding can also be defined as human resources marketing and must be used as a strategy to differentiate a company from its competitors. It is important to mention that it can be applied to every company around the world, from large ones with powerful brands to small and medium enterprises (Gehrels 2019). It is crucial to effectively design human resources strategies which will lead to a higher service quality, employee commitment, organizational performance, and positive profitability (Nickson 2007).

A company's image can be represented by its employer brand. When it is effective, the organization is more attractive for the present and future employees, and other stakeholders, than if they have a lower employer brand perception. It can be considered a recent strategy

inside the hospitality and tourism industry, however if done in a powerful way, it will attract new candidates and keep them in the company (Gehrels 2019).

It brings numerous advantages, being them, helping to recruit the best talents and decreasing the costs and existent struggles of the process, increasing the company's reputation and credibility, motivating the current employees to achieve the predefined goals, and improving employee retention by creating a sense of loyalty with the company (Johnson and Roberts 2006).

Hospitality businesses are not an exception with regards to employer branding being beneficial to keeping high levels of employee motivation. Previous research has shown that employer branding has a significant effect on hotel employee's performance. What is more, within the employer brand, it was found that employer reputation is especially relevant for the purpose of motivating hotel employees (Ognjanović 2020).

The employee value proposition, also known as EVP, is an example of a strategy of employer branding. It represents the link between employers and their employees, outlining the expectations of both and the existent commitment, having five main areas, each of them with several indicators which should be properly chosen to build an attractive EVP (Gehrels 2019).

The first area is the one of financial rewards, which includes, for instance, the base salary, all the bonuses and incentives. Then the affiliation of the workplace for the employees, incorporating the company mission and values, reputation, and culture. The next area is the work content, combining the existent challenge, autonomy, impact, or feedback. It is followed by the career and development opportunities, which consist of trainings, personal growth, and employment security. Lastly, the benefits and perks, as health, inner work-life balance, retirement and leisure time (Gehrels 2019).

An EVP can offer three significant benefits to a company (CEB 2018). The first one is the increasing attractiveness of the organization, the second one is the bigger employee commitment, and the third one is the reduction of compensation required to attract new candidates. These benefits can lead to a very effective EVP which will, respectively, call the attention of talented workers, increase 30-40% more the employees' commitment, and spend 10% less on base pay when recruiting (SIBM Pune 2012).

In Mozambique, there are some benefits that can be of big importance to the EVP due to the low-income country reality. As the public health system is not competitive, some companies provide health insurance for their employees. Also, due to the lack of academic background, trainings happen very often to improve the knowledge of all workers in different subjects. Moreover, feedback is given by managers to their employees, as appreciation is a very valued detail. These are some examples of indicators that in this context are important contributors to employee motivation and which will encourage team members to have the best performance.

A common goal for a company is to have a good employer branding that includes an attractive EVP. As mentioned before, this is the balance of benefits and rewards which will enable employees to go the extra mile, be happy in their workplace, while using all their abilities, and as a result, achieving the best performance (Gehrels 2019).

Context of the studies: An overview of Mozambique as an employment market

The data collected refer to workers and managers working in one of the world's poorest countries. As of 2020, Mozambique was the seventh least developed country globally in terms of GDP per capita using purchasing power parity rates (World Bank 2019c). With a value of \$1.300, it represents the half of the average of low-income countries and the lowest figure amongst all its neighboring countries. In terms of gross national income (GNI) per capita, the Sub-Saharan state is the third poorest on a global scale (World Bank 2020), with a theoretical

yearly income of \$460 before taxes per capita. Concerning wealth inequality, Mozambique lies within the top ten of the most unequal countries in the world according to the latest GINI estimations, yet it lies behind its neighbors South Africa, Zambia and Eswatini (World Bank 2014). This macroeconomic conjuncture and its implications are aggravated by other aspects of life and society. For instance, only 30% (73% in urban areas) have access to electricity in their homes (World Bank 2019a) and (World Bank 2019b). Besides, the mortality rate under 5 years is among the twenty highest in the globe and almost 40% of urban population has no access to basic sanitation and toilets (Unicef 2021).

Moreover, Mozambique's adult illiteracy rate is the 22nd highest in the world and of 39%, which is slightly higher than the average for low-income countries, the one representing least developed countries as well as the one for Sub-Saharan Africa. Nevertheless, the unemployment rate of 3.4% points out a much better job security condition than the one of the country groups aforementioned and of neighboring South Africa (28.7%). These statistics and the context that they create have, presumably, an important impact on the outcome of the analysis presented in the next pages.

In Mozambique, hotel industry workers are subject to a minimum salary of MZN 6578 or \$103 (CTA 2021). Putting this into perspective, a person earning minimum salary in hospitality could not afford a night in most of the rooms of 4- and 5-star hotels on normal weekdays even if they spent an entire month's wage (Booking.com 2021).

Research proposal

This study, prior to the conclusion, is further divided into two different sections, each developed individually by each one of the co-authors. Each one of those aims to find the answer to one of these research questions, consequently:

- 1) Which motivational factors, both intrinsic and extrinsic, affect the motivation of the hospitality industry employees of Maputo?
- 2) Which tools do hospitality managers in Maputo use to keep employees engaged and how effective are those?

With the aid of the resources explained further, including a survey and two different types of interviews, the co-authors aimed to answer the questions.

Quantitative Research: Analysis and Results

Research methodology

With the purpose of gathering insights from the largest possible number of employees, a short survey was chosen as the tool for collecting information about the employees' both intrinsic and extrinsic motivators. It can be found in the appendix and is presented as Questionnaire 1.

The questions selected for the survey were developed according to the research question stated above: "Which motivational factors, both intrinsic and extrinsic, affect the motivation of the hospitality industry employees of Maputo?"

Having in mind that the local language is Portuguese, and to ease the task for the workers of the different companies, the survey was sent in Portuguese. The translation to English was thoroughly made so that the meaning of the different factors is equivalent in both languages.

With the objective of unifying the outcome of it, eighteen motivational factors were presented to the workers for them to rank their significance. The ones selected for the survey were chosen based on literature concerning the previously discussed theories of employee motivation. Studies conducted in the past addressing closely related research questions, such as Acha-Anyi and Masaraure (2021), Kahsay and Nigussie (2018) and Md Sabri, Abd Mutalib, and Hasan (2019) also were used as a reference to define the format and the scope of the study.

In the first part, using a close-ended question type, a Likert Scale from 1-7 was used to measure the importance attributed by employees to the different factors. This scale is known for being a trusted way of measuring opinions and perceptions, as it has an even number of answers which creates a neutral option in the middle when the factor is neither positive nor negative. It was also considered that the data could become significantly less accurate if the number of scale points was below five or above seven.

In the second part, an optional open-ended question is presented to allow the respondents to add another motivational factor they think is important to them but was not selected by the author. Also, to enrich the research, a close-ended question using a similar Likert Scale as explained above is presented to understand if the coming back to the company after the Covid-19 quarantine was an additional motivational factor, as some workers were sent home for several months since companies were not operating due to the pandemic.

The third and final section was designed to determine whether there was a link between the workers' sociodemographic characteristics and their survey responses.

The choice of survey participants

To identify which intrinsic and extrinsic motivational factors were more important for the employees in the Mozambican capital, the survey was sent to several employees, as mentioned above. To be able to collect a diverse number of answers, different companies in the hospitality industry were chosen.

The interviews made for the qualitative research were a way of introducing and explaining this survey to the managers and asking for their support on sharing it among their employees. The companies that participated were Hotel Cardoso, Radisson Blu Hotel, and Qatar Airways.

A total of 71 people answered the survey, being 41 from Hotel Cardoso, 26 from Radisson Blu Hotel, and 4 from Qatar Airways.

All the companies were very receptive on answering the survey, however in the beginning the number of respondents was very low and the author had to frequently contact to remind about their participation.

Impressions on the context from the co-author's field experience

The internship in Maputo gave the two co-authors the opportunity to have a better understanding of the overall situation for hospitality workers, as they succeeded at speaking to many employees of different responsibility levels from different hospitality companies. Typically, workers would not earn the aforementioned minimum salary, but very often a value inferior to \$250. A common burden to a good work-life balance would be, for many, the long commuting time required to reach the place of work. More than fifteen employees of Hotel Cardoso, at least, were said to have a similar route that the co-authors had the opportunity to try out themselves using public transportation. The poor infrastructure and the necessity to change vehicles made a 30 kilometers journey last two to three hours per way, which would result in up to thirty hours of weekly commuting, some of which would take place in transportation methods with many more passengers than what the anti-pandemic rules in many countries would permit.

In terms of salaries, all interviewees were addressed about the compensations of their employees, but the responses were asked to be kept anonymous. The lowest-paid employee at almost all companies would be earning a monthly salary of approximately \$125. Employees with some years of experience but with the lowest level of responsibility would typically be rewarded with monthly wages between \$160 and \$280. As for operational team leaders (e.g., Head of Maintenance, Head of Bar, Front Office Manager) and back-office employees with university studies, monthly salaries would typically fluctuate between \$500 and \$1000. Salaries of directors and back-office managers would normally start at \$2000 and vary considerably subject to the director's previous experience and education, family situation, and other factors. In one of the larger hotels in Maputo, for instance, the general manager's compensation would amount to almost 40% of the total salaries paid at the property.

Though the macroeconomic data regarding the unemployment rate may suggest something different, the survey data presented on the next pages reflects a reality in which job security is valued. Most employees surveyed from Hotel Cardoso have been working at their organization for more than 9 years. Following the reopening of the hotel on August 1st after being closed for fifteen months with an uncertain date of reopening, many employees were reintegrated progressively and according to the needs of the business. When back to the hotel, the majority of the workers felt motivated, and on a scale from 1 to 7, the average was 6.51. During the fifteen months of pandemic and business uncertainty for the hotel, employees were being paid a minimum salary and many had to take alternative jobs to complement their income. Different activities undertaken included opening a small food stand on the street, growing, and selling vegetables, or helping out in construction works.

Data analysis

The survey results were organized in an Excel document, and after the data analysis was conducted using SPSS, having been made a descriptive analysis.

Due to this, it was possible to analyze the results average, median, mode, minimum and maximum, and compare it to the reality observed during the internship experience and with the theories of motivation and engagement explored during research.

The results were presented per hotel, as well as per gender and age group, so that the similarity of the highest and lowest motivating factors impact position could be observed even when the variables were changed.

Results

Characterization of the Respondents

It was possible to collect answers from diverse departments and positions of the companies, as well as from the different age groups and both genders, and from employees with distinct working years in the company.

Three tables are presented in the Appendix with the complete characterization of the respondents, and below it can be found a brief description related to each company.

At Hotel Cardoso, most of the respondents were male. Regarding the age group, there were employees from less than 30 until 54 years old responding. Concerning the years working at the hotel, the average is 9.61 years. There was big participation of the different departments mainly from the Kitchen and Food & Beverage, involving both heads of department and collaborators.

At Radisson Blu Hotel, most of the respondents were male. Regarding the age group, there were employees from less than 30 until 54 years old responding. Concerning the years working at the hotel, the average is 6.54 years. There was a contribution of the different departments mostly from the Kitchen, Food & Beverage, and Front Office, involving both heads of department and collaborators.

At Qatar Airways, most of the respondents were female. Regarding the age group, there were employees from less than 30 until 49 years old responding. Concerning the years working at the company, the average is 4.38 years. There was input of different departments predominantly from Reservations/Customer Service, involving both supervisors and collaborators.

Importance of the Motivational Factors

After analyzing the surveys' answers from the three companies, a resemblance can be observed.

All the motivational factors have a very similar impact on employees' motivation; however, it is possible to observe major importance in some of them.

At Hotel Cardoso, on a scale from 1 to 7, the motivational factor with more impact, as can be observed in Table 1, is "your own happiness and that of your family", and the one with less impact is "feeling your voice/opinion is heard".

Moreover, when observing the motivation felt when the hotel reopened after closing due to the pandemic, at Hotel Cardoso the average answer was 6.51 in 7.00, having 65.9% of the participating employees answering 7.00.

Table 1 – Motivational Factors order of importance for the Hotel Cardoso workers

Importance of the Motivational Factors at Hotel Cardoso (all answers)
6.51 - your own happiness and that of your family
6.37 - your own will and desire
6.29 - personal development and gaining new knowledge
6.22 - promotion
6.05 - job security
6.15 - good relationship towards colleagues
6.07 - fair treatment of employees
6.05 - salary
6.05 - company external image
6.02 - leave days
5.90 - training
5.83 - challenging and diverse tasks
5.80 - consciousness about your situation
5.78 - working conditions (hours, benefits like canteen, vaccine)
5.76 - compliments and feedback
5.73 - convenience of the job (commuting)
5.49 - monetary benefits (transport allowance, holiday allowance, seniority allowance)
5.41 - feeling your voice/opinion is heard.
6.51 - motivation felt when the hotel reopened after closing due to the pandemic

At Radisson Blue Hotel, on a scale from 1 to 7, the motivational factor with more impact, as can be observed in Table 2, is “personal development and gaining new knowledge”, and the one with less impact is “feeling your voice/opinion is heard”.

Additionally, when observing the motivation felt when the hotel reopened after closing due to the pandemic, at Radisson Blue Hotel the average answer was 6.31 in 7.00, having 46.2% of the participating employees answering 7.00.

Table 2 – Motivational Factors order of importance for the Radisson Blu Hotel workers

Importance of the Motivational Factors at Radisson Blu Hotel (all answers)
6.62 - personal development and gaining new knowledge
6.50 - your own happiness and that of your family
6.35 - leave days
6.31 - fair treatment of employees
6.31 - job security
6.31 - your own will and desire
6.27 - good relationship towards colleagues
6.23 - company external image
6.15 - promotion
6.15 - consciousness about your situation
6.12 - training
6.12 - compliments and feedback
6.04 - challenging and diverse tasks
6.00 - monetary benefits (transport allowance, holiday allowance, seniority allowance)
5.96 - convenience of the job (commuting)
5.92 - working conditions (hours, benefits like canteen, vaccine)
5.88 - salary
5.69 - feeling your voice/opinion is heard.
6.31 - motivation felt when the hotel reopened after closing due to the pandemic

Lastly, at Qatar Airways is not statistically possible to see which are the most and least important as the number of answers is not significant enough. Still, it can be mentioned that the motivational factors with more impact have an average of 7.00, and the one with less impact

has 6.00. Regarding the motivation felt when the airline started flying again after stopping due to the pandemic, the average answer was 6.00 in 7.00, with 50% of the workers answering 7.00.

Looking deeper, it is possible to analyze the strongest and weakest motivational factors by female and male respondents, and inside the different age groups.

Firstly, the results of Hotel Cardoso were presented in two tables, being Table 3 divided by gender, and Table 4 divided per the younger and older age groups.

Table 3 - Motivational Factors importance for Hotel Cardoso female and male workers

Importance of the Motivational Factors at Hotel Cardoso (per gender)	
Female	
6.67	- salary / job security
5.42	- monetary benefits (transport allowance, holiday allowance, seniority allowance)
6.83	- motivation felt when the hotel reopened after closing due to the pandemic
Male	
6.52	- your own happiness and that of your family
5.14	- feeling your voice/opinion is heard
6.38	- motivation felt when the hotel reopened after closing due to the pandemic

Table 4 - Motivational Factors importance for Hotel Cardoso younger and older age group workers

Importance of the Motivational Factors at Hotel Cardoso (per age group)	
< 30 years old / 30-34 years old / 35-39 years old	
6.54	- your own happiness and that of your family
5.11	- monetary benefits (transport allowance, holiday allowance, seniority allowance)
6.51	- motivation felt when the hotel reopened after closing due to the pandemic
40-44 years old / 45-49 years old / 50-54 years old	
6.39	- personal development and gaining new knowledge / your own will and desire
5.26	- feeling your voice/opinion is heard / working conditions (hours, benefits like ...)
6.48	- motivation felt when the hotel reopened after closing due to the pandemic

Secondly, the results of Radisson Blu Hotel were presented in two tables, being Table 5 divided by gender, and Table 6 divided per the younger and older age groups.

Table 5 - Motivational Factors importance for Radisson Blu Hotel female and male workers

Importance of the Motivational Factors at Radisson Blu Hotel (per gender)	
Female	
7.00	- your own happiness and that of your family
5.78	- promotion
6.11	- motivation felt when the hotel reopened after closing due to the pandemic
Male	
6.76	- personal development and gaining new knowledge
5.41	- feeling your voice/opinion is heard
6.41	- motivation felt when the hotel reopened after closing due to the pandemic

Table 6 - Motivational Factors importance for Radisson Blu Hotel younger and older age group workers

Importance of the Motivational Factors at Radisson Blu Hotel (per age group)	
< 30 years old / 30-34 years old / 35-39 years old	
6.69	- your own happiness and that of your family
5.78	- feeling your voice/opinion is heard
6.32	- motivation felt when the hotel reopened after closing due to the pandemic
40-44 years old / 45-49 years old / 50-54 years old	
6.50	- personal development and gaining new knowledge
5.11	- working conditions (hours, benefits like canteen, vaccine)
6.17	- motivation felt when the hotel reopened after closing due to the pandemic

Impact of the Motivational Factors on Employees Motivation

As already described before, Maputo is in Mozambique, a developing country, more precisely one of the poorest ones in the world. Many of the workers of these companies live in neighborhoods where all the streets and terrains are of sand and dirt, with houses only made with bricks and a roof of sheet metal. They struggle every day to fulfill their basic needs, more exactly the physiological and safety ones. This means that all these motivational factors are similarly valued, as in the end of the day the main motivator is performing their tasks well to keep their job and be able to receive a salary in the end of the month.

Some heads of department and collaborators have a completely different surrounding when working in their companies and when in their houses. It is possible that some of them do not

have access to hot water when showering in their bathroom, but in the hotel, they need to be sure that all the water systems are working properly. Also, the diverse food offer existent in the hotel can include food they rarely eat, as in their homes they consume what they produce or buy in the local market, such as fruits, vegetables, and chicken meat.

Furthermore, the majority do not have a good academic background, so “personal development and gaining new knowledge” is an extremely important motivational factor, as can be observed in the ranking of both hotels. Every opportunity in their company where they can learn, improve their skills, and develop personally is highly appreciated. It is very common that a worker only learns many of his tasks already on duty and not during a specific course in an educational institution.

Family is an important element in employees’ life, so that the motivational factor “your own happiness and that of your family” is as well one of the highest ranked. Workers have a strong bond with their relatives and constant contact with them, and one of the main goals while working is the possibility of giving them a good life, especially if they have children.

This leads to the “job security” motivational factor. As already mentioned, having a job is extremely valued, and only by having one it is possible to have the monetary possessions to offer to their relatives a comfortable life. By looking at the data regarding the years working for the company it is visible that a big fraction of the workers does not change workplace regularly, which demonstrates workplace turnover is not frequent and they want to feel it is secure.

This factor can similarly be connected to the motivation felt when back to work after stopping due to the pandemic. The results show that a big proportion of the workers were happy and motivated to come back and restart their job, since previously mentioned, during this period at home they had to find different ways of earning money.

Concerning the motivational factor “promotion”, during conversations in the field experience, it was possible to understand that achieving a higher position or changing to a different one was also something that several workers wanted in the future. The main reason was the possibility to learn more, since gaining knowledge is one of the leading motivational factors.

At the hotel, it was visible that all the workers got along well, and some of them even knew each other from the neighbourhoods where they live. This confirms the importance of the motivational factor “good relationship towards colleagues”, as all the team was always available to help a colleague, even if not working in the same department, and during break periods it was also evident that some workers created a friendship between them.

The previously described environment also justifies the importance of the motivational factor “fair treatment of employees”. As all the workers are very close to each other, equal treatment to everyone is appreciated and valued. If this does not happen, in the end, they will not be happy and willing to work harder if they notice that another worker is being treated in a worse way. For example, at Hotel Cardoso the general manager knows all the workers’ names, speaking directly and with the same respect to all of them.

In the description of the internship experience was briefly explained how the daily commuting of some of the employees is: a long journey in different vehicles with more people than is supposed. Though it was expected that the motivational factor “convenience of the job (commuting)” was placed in a higher position, as this could affect the motivation for a working day, but it is not what happens. As this is the reality of the country, workers are already used to it and already accepted that they need to spend four or more hours of their day on the trip. It is also possible that they do not even know another reality as travelling is a luxury that many cannot afford.

A surprising result for the author was the low position of the two motivational factors related to benefits, being them “working conditions (hours, benefits like canteen, vaccine)”, and “monetary benefits (transport allowance, holiday allowance, seniority allowance)”. From the field experience, it was visible that they highly appreciated any extra benefit they could receive, mainly monetary ones. Therefore, this result demonstrates that despite their existence being valued, they are not the primary cause of employees' work motivation. Most likely because they continue to live surrounded by poverty and these allowances just help on the daily expenses and are not used, for example on holidays.

Furthermore, the motivational factor “salary” is also not one of the most important, as it is not a high value in most of the positions and ends up being just the reason or goal why they are working. Most likely, if extra hours or target achievements resulted in more money at the end of the month, the majority of these employees would be motivated to work harder.

An important detail is that on both hotels, the motivational factor with the least importance is “feeling your voice/opinion is heard”. During the internship it was possible to observe the several attitudes of the different employees. Some of them have a proactive attitude regarding the customer service and hotel improvements, however a big part does not feel the need or desire to suggest additional ideas. This means they are almost always waiting for an order from their superior to do something and accept any change or suggestion.

Therefore, this factor is not as valued as the others. For Mozambican workers the hierarchy is something very visible in the local culture, which means that when you are in the lower levels your role is to obey and perform your task, in accordance with your superiors.

Discussion

In this chapter the purpose is to relate the results collected from the survey with the research made previously. The conclusions will be related to the formerly discussed theories about employee motivation and engagement, as well as the context of Maputo's hospitality industry.

The results obtained with the employee survey can be linked with the Hofstede Dimension Theory previously explained (Hofstede, Hofstede, and Minkov 2010).

The power distance index shows that in Mozambique the hierarchy is present in many of the organizations, since every employee accepts that he needs to be in a certain place performing a specific task without the need for a justification. A bigger part of the employees waits for orders from a superior manager to know what to do, as the hierarchy is respected. That is why the factor “feeling your voice/opinion is heard” is frequently ranked in the lower levels, and due to the big respect for the leaders, giving an opinion regarding what was said by them can be seen as a lack of respect.

The motivational factor “your own happiness and that of your family” is frequently ranked in the top positions, and this can be justified with the second dimension, as Mozambique is a collectivist society. Family and loyalty are extremely valued, and it can be said as well that family is placed above everything, and everyone looks after their close friends too. “Fair treatment of employees” is also justified with this dimension as work colleagues are treated as a family member, meaning that any unfair and shameful act is punished and considered unethical.

The higher importance of the motivational factors “your own will and desire”, “good relationship towards colleagues” and “fair treatment of employees” is strictly connected with the femininity dimension. In a feminine society, quality and equality in the workplace are valued, mainly going to work happy and create a good bond with the co-workers. This leads to

a more motivated team that will be focused on cooperating with whoever needs and not creating an environment of competition as being the best is not the primary goal.

The short-term orientation dimension is also important to explain the position of the work-related benefits, which had a low score compared to the others. This society does not plan or think for the long-term, mainly when speaking about money because they rarely save it for the future, as they are looking for quick results. Also, traditions are kept, honored, and very respected.

Besides this theory, the Maslow Hierarchy of Needs can also be connected to the survey results (Maslow 1943). As it was briefly mentioned in the previous chapter, these motivational factors are very similarly rated as the main motivator for the employees is to satisfy the basic needs and to be able to pay all the bills, provide food and a good life for their families. Every day for most of these workers the goal is to fulfill the physiological and safety needs, which are food, water, rest, and security. It can be mentioned that during the author's internship it was visible that every new day was a blessing.

The love and belonging needs are as well important for these employees, due to the importance given to the family and the relationship created with the other workers. The daily effort made in the workplace has as a goal the happiness and love of their close relatives, by giving them what they need, especially a good life. The bonds created with the colleagues are also a contribution to fulfilling this level since it reduces the possibility of feeling isolated.

When it comes to the importance that employees place on the two types of motivational factors, the results show that intrinsic motivators have a slightly greater impact than extrinsic motivators.

Having the family well-being as a motivator to work hard, the curiosity and will to learn and obtain new knowledge, the desire to go to the hotel every day, and having a good relationship

with your coworkers are all examples of intrinsic motivators. While the extrinsic motivators with the greatest impact are only the job security feeling and the possibility of being promoted, being the factors salary, monetary benefits, and extra perks in lower positions.

Implications

This study and its survey results are useful for understanding the reality of employees' motivation in the hospitality industry in Maputo. At the time of this work project, it can be said that there has been little research done on this topic, or that this is the first more in-depth study that exists. This topic was an important issue in low-income countries in the past, but now, with the added impact of the global pandemic, it is even more critical.

Furthermore, the findings are important for local managers to comprehend and improve on current employer branding practices. This research shows that motivational factors are perceived differently in low-income countries than in developed countries, being the results very useful for future improvements. As previously stated, some of the results were unexpected, implying that current worker strategies and approaches may not be meeting the workers' needs.

Taking this into consideration, a human resources management strategy can be developed based on the importance given to each motivational factor. Managers should listen to their employees in order to determine which motivational factors will positively affect them and then design and prepare the best approach. For example, a greater emphasis on personal development and knowledge acquisition rather than monetary benefits, which are appreciated but are not the primary motivator.

Conclusion

The findings from both studies shed light on diverse important motivators for hospitality employees in Maputo. Both managers and employees highlighted training and development as one of the most relevant professional motivations. Some intrinsic motivators, such as happiness and the own motivation to work, were also rated very highly by employees. As managers referred to the importance of making sure their employees' problems were being tackled, it seems to be that these motivational factors have been understood.

Nevertheless, there appears to be a misalignment between both parties, since, for example, job security is of highest priority to many employees and all interviewees failed to mention it. On the other hand, interviewees agreed that salary was one of the most important motivational components for their team, which was not reflected in the employees' responses. Amidst a global pandemic causing disruption and uncertainty in the workplace, especially in hospitality, managers are called upon to, as far as it is possible, comfort their team members and show them that they can grow and have opportunities for the future that can ensure their well-being and that of their families.

The study conducted was limited to the scope of a handful of managers and employees within a selected geography and specific time. The results might have differed provided that the economic conditions would have been different, for example. Additionally, the scope of interview and survey respondents is reduced and could have led to different insights than with a larger group of participants. With regards to the interviews conducted with managers, the different sizes and nature of the teams they manage might have influenced their response. Future research could therefore focus only on one type of interviewee, e.g., a Human Resources manager. Therefore, caution is recommended when applying the findings and the implications thereof to other contexts.

Future contribution to research in the field could expand the scope of this study to other regionalities to assess whether motivating hospitality employees is different in rural areas of the country. Alternatively, more data from other businesses (e.g., other hotels) in Maputo could be gathered to build up on this study. Furthermore, given that only hotels and airlines were included into the equation, further research could explore the topic of motivation within other types of hospitality companies, including lodges, restaurants, or cinemas. Lastly, other forms of quantitative analysis could be used to gather insights about the role of different components for motivating people, namely, to study the effect of salary on employee engagement.

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Appendixes

Questionnaire 1: Employee Survey for Quantitative Analysis

Part I

- From 1 to 7, how important are these factors for you in the workplace?
- Fair treatment of employees
- Challenging and diverse tasks
- Leave days
- Personal development and gaining new knowledge
- Promotion
- Salary
- Training
- Feeling your voice/opinion is heard
- Compliments and feedback
- Job security
- Good relationship towards colleagues
- Company external image
- Working conditions (hours, benefits like canteen, vaccine)
- Monetary benefits (transport allowance, holiday allowance, seniority allowance)
- Convenience of the job (commuting)
- Your own will and desire
- Your own happiness and that of your family
- Consciousness about your situation

Part II

- Which other motivator(s) that wasn't mentioned is also relevant?
- How motivated did you feel after being able to start working again when...
...the hotel reopened? or ...the company restarted operations?

Part III

- Gender (female, male)
- Age (< 30 | 30-34 | 35-39 | 40-44 | 45-49 | 50-54 | 55-59 | ≥ 60)
- Years working for the company
- Position (worker, supervisor/head of department)
- Department (Accounting, Kitchen, Food & Beverage, Front Office, Housekeeping, Maintenance, Human Resources, Revenue Management/Reservations, Sales, Other)
or (Reservations/Customer Service, Sales, Shared Services/Finance, Airport/Operations, Messenger)

Survey Respondents Characterization

Table 7 – Hotel Cardoso survey respondents' characterization

Characterization of the Respondents at Hotel Cardoso

Gender	Frequency (N)	Percentage (%)	Position	Frequency (N)	Percentage (%)
Female	12	29,3	Head of Department	8	19,5
Male	29	70,7	Worker	33	80,5
Total	41	100	Total	41	100
Age Group			Years working for the company		
< 30	6	14,6	1 month	1	2,4
30-34	12	29,3	3	1	2,4
35-39	7	17,1	4	2	4,9
40-44	8	19,5	5	4	9,8
45-49	5	12,2	6	5	12,2
50-54	3	7,3	7	4	9,8
Total	41	100	8	3	7,3
Department			9	5	12,2
Accounting	2	4,9	10	4	9,8
Kitchen	13	31,7	11	4	9,8
Food & Beverage	11	26,8	12	2	4,9
Front Office	4	9,8	13	1	2,4
Housekeeping	3	7,3	16	1	2,4
Maintenance	2	4,9	22	1	2,4
Human Resources	1	2,4	23	1	2,4
Rev. Management/ /Reservations	2	4,9	24	1	2,4
Sales	2	4,9	30	1	2,4
Other	1	2,4	Total	41	100
Total	41	100			

Table 8 – Radisson Blu Hotel survey respondents' characterization

Characterization of the Respondents at Radisson Blu Hotel

Gender	Frequency (N)	Percentage (%)	Position	Frequency (N)	Percentage (%)
Female	9	34,6	Head of Department	6	23,1
Male	17	65,4	Worker	20	76,9
Total	26	100	Total	26	100

Age Group	Frequency (N)	Percentage (%)	Years working for the company	Frequency (N)	Percentage (%)
< 30	5	19,2	2	1	3,8
30-34	6	23,1	3	2	7,7
35-39	4	15,4	4	3	11,5
40-44	6	23,1	5	7	26,9
45-49	3	11,5	6	2	7,7
50-54	2	7,7	7	2	7,7
Total	26	100	8	2	7,7
			9	2	7,7
			10	2	7,7
			11	1	3,8
			12	2	7,7
			Total	26	100

Department	Frequency (N)	Percentage (%)
Accounting	1	3,8
Kitchen	5	19,2
Food & Beverage	6	23,1
Front Office	5	19,2
Housekeeping	4	15,4
Maintenance	2	7,7
Human Resources	3	11,5
Total	26	100

Table 9 - Qatar Airways survey respondents' characterization

Characterization of the Respondents at Qatar Airways

Gender	Frequency (N)	Percentage (%)	Position	Frequency (N)	Percentage (%)
Female	3	75	Supervisor	2	50
Male	1	25	Worker	2	50
Total	4	100	Total	4	100

Age Group	Frequency (N)	Percentage (%)	Years working for the company	Frequency (N)	Percentage (%)
< 30	1	25	1	1	25
30-34	1	25	4	2	50
35-39	1	25	9	1	25
45-49	1	25	Total	4	100
Total	4	100			

Department	Frequency (N)	Percentage (%)
Airport/Operations	1	25
Reservations/ /Customer Service	3	75
Total	4	100